

Lessons from the Ashes: The Critical Leadership Role of Instructors and Check Airmen



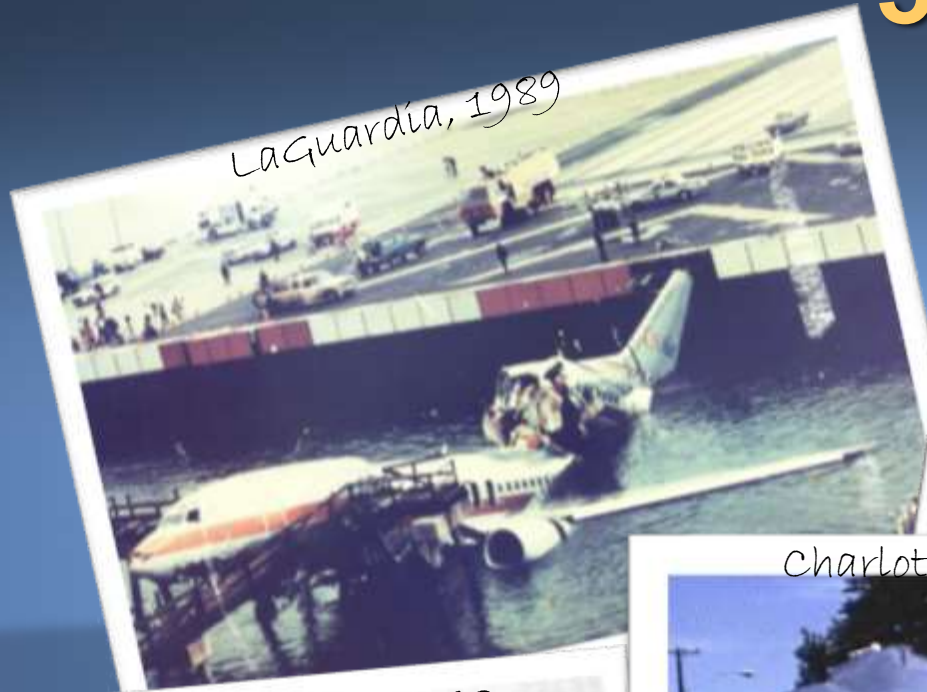
Robert Sumwalt
April 30, 2019

Today's Message

The importance of instructors and check airmen promoting and insisting on professionalism, standardization and flight deck discipline, including procedural compliance.



5 in 5



Pittsburgh, Sept 1994



USAir 1016
July 2, 1994
Charlotte, North Carolina
37 fatalities



Pilot



Failure to follow procedures led to crash, board finds

By CHARLES POPE
Washington Bureau

WASHINGTON — USAir Flight 1016 crashed last year after its pilots blundered into a severe thunderstorm shrouding the Charlotte airport and then responded incorrectly when the threat was recognized, federal safety officials concluded Tuesday.

The picture painted by the Na

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r advisories

Failure to follow
procedures led

NTSB

NTSB Finding



“The FAA’s principal operations inspector and USAir’s management were aware of inconsistencies in flightcrew adherence to operating procedures within the airline; however, corrective actions had not resolved this problem.”

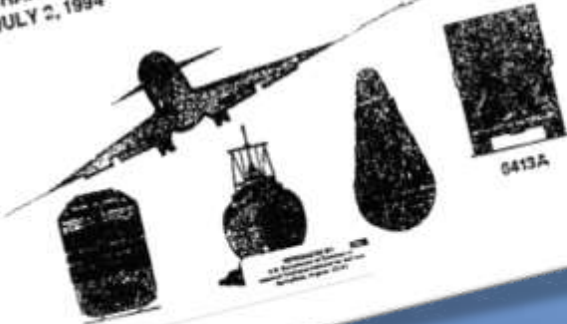
1. THE INFORMATION
 PERS-910403
 INTS/AAR-85/D3
 DCAM/MA065



WASHINGTON, D.C. 20594

WASHINGTON, D.C. 20521
AIRCRAFT ACCIDENT REPORT
TRAIN DURING MISSED APPROACH
N954VJ

WASHINGTON, D.C. 20535
AIRCRAFT ACCIDENT REPORT
FLIGHT INTO TERRAIN DURING MISSED APPROACH
USAFR FLIGHT 1016, DC-9-31, N954VJ
CHARLOTTE/DOUGLAS INTERNATIONAL AIRPORT
CHARLOTTE, NORTH CAROLINA
JULY 2, 1994



NTSB

NTSB

“Leadership is about influence.
Nothing more. Nothing less.”

- John Maxwell



- As instructors/check airmen, are you using your influence to ensure this doesn't happen on your watch?

**“The best way to predict the
future is to create it.”**

- Peter Drucker

Predicting a Future of Safety

PROFESSIONALISM, STANDARDIZATION, AND FLIGHT DECK DISCIPLINE, INCLUDING PROCEDURAL COMPLIANCE

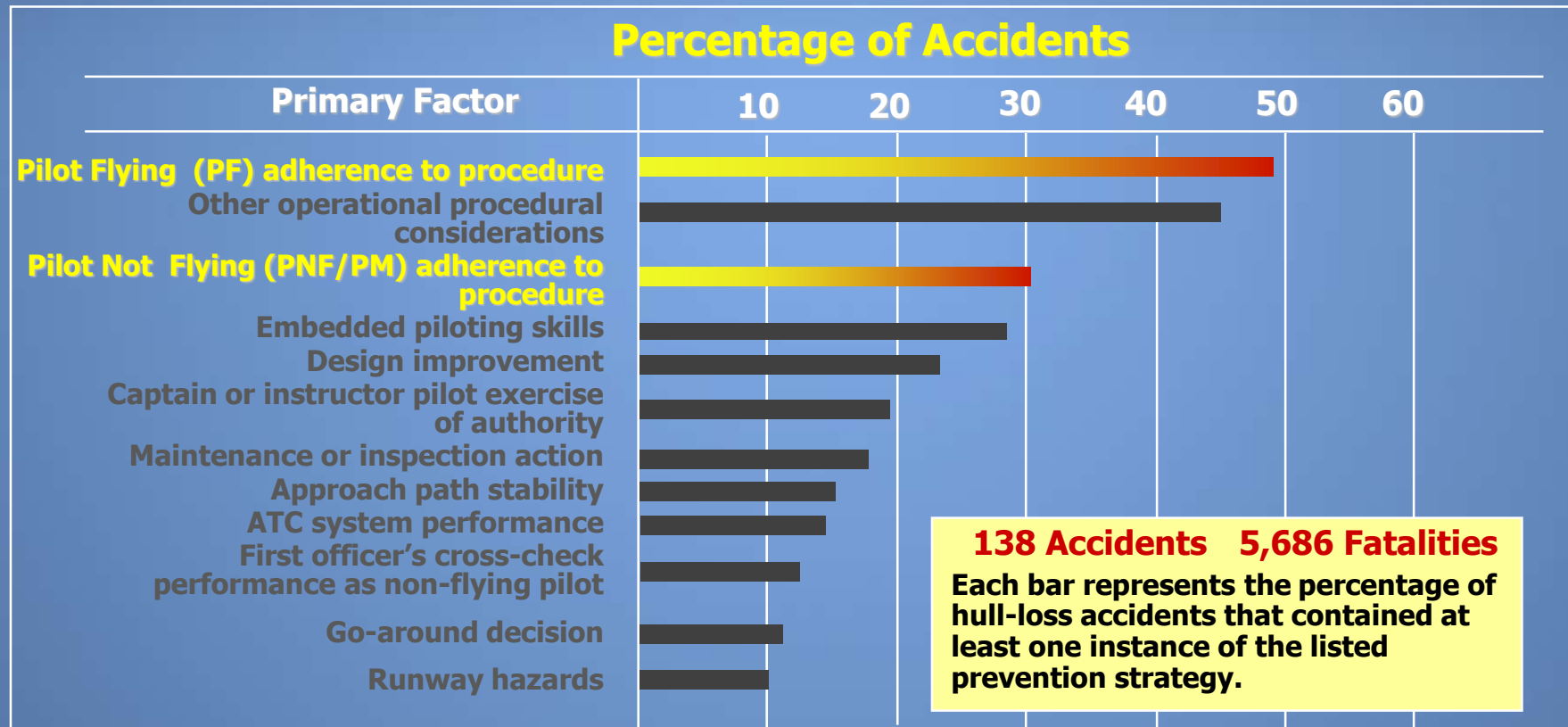
Lautman-Gallimore Study

- Found that having a strong commitment to standardization and discipline were among the “key elements of safe operations” observed in a Boeing study.
- “Cockpit procedural language is tightly controlled to maintain consistency and to avoid confusion from non-standard callouts Callouts and responses are done verbatim.”

Accident Prevention Strategies

Source: Boeing study of accident prevention strategies

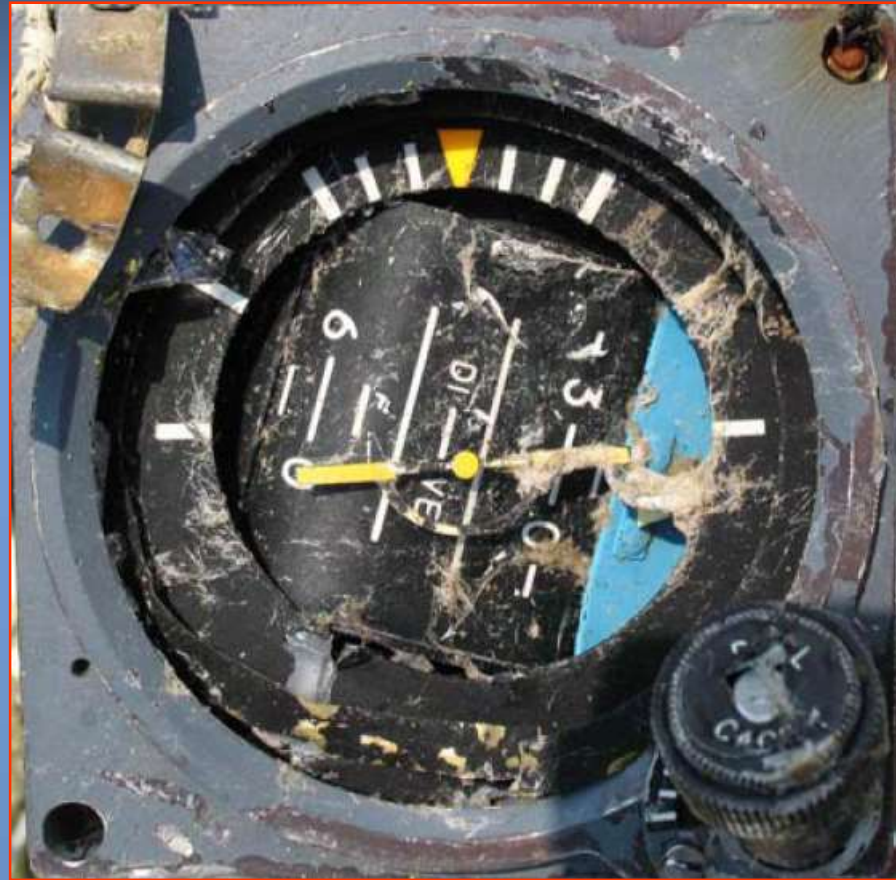
Hull-loss Accidents over 10 Year Period



Intentional non-compliance leads to other problems

- LOSA data revealed that, compared to crews who followed SOPs, crewmembers who intentionally deviated from procedures:
 - averaged making 3 times more errors
 - mismanaged more errors
 - found themselves in more undesired aircraft situations

Intentional non-compliance



What is the attitude here?

A Tale of Two Johns

John C. 1990

MCI – LGA

- Sterile checklist discipline



“To this day, I have never forgotten that flight or that conversation in Kansas City. From that day forward, I continue to advocate for a professional and sterile cockpit environment.”

John T. 1999

PIT – CRW

- Self-initiating checklist
- Doing checklists from memory



“No other captain has said anything about the way I do checklists. I’ve even flown with check airmen and you’re the first one to ever say anything about this.”

Food for thought

- Next time you see someone violating the sterile cockpit or being a little loose with callouts or checklist items, what are you going to do?
 - Are you going to let it go, or are you going to say something about it?
- If you let it go, you are providing tacit approval, which reinforces this undesirable behavior.

In your leadership role, if you accept anything less than standard, you send a message ...

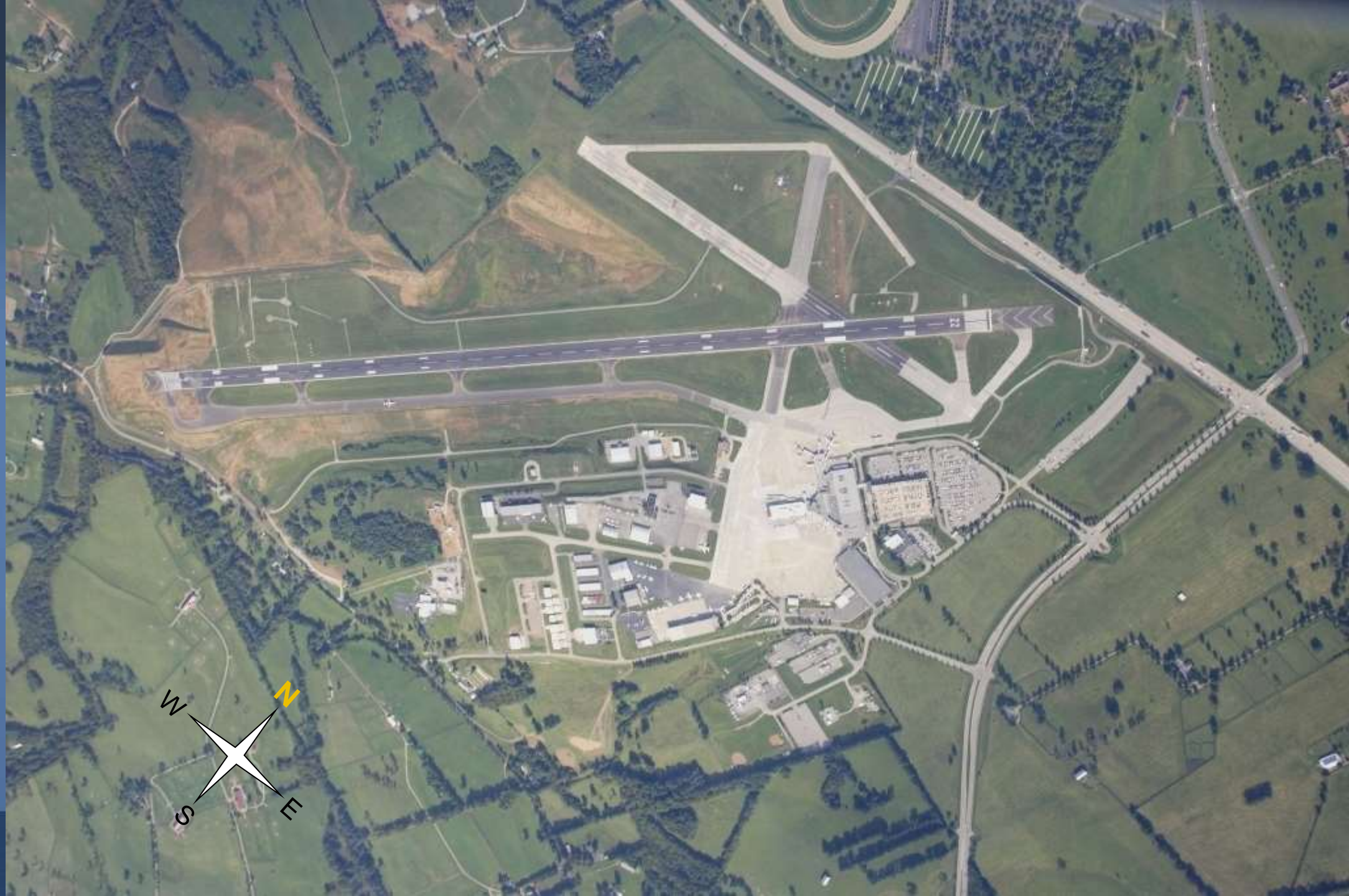
In your leadership role, if you accept anything less than standard, you send a message **that it is okay to perform to a lower standard.**

August 27, 2006



NTSB





Crew Actions

- Setting tone during preflight
 - Casual and relaxed
- Noncompliance with sterile cockpit rule
 - 40 of the 150 seconds during taxi were violations of sterile cockpit rule
- Distraction likely contributed to loss of positional awareness



Time	Who	Statement / <i>editorial comment</i>
05:52:11	Capt.	"I'm easy buddy."
05:56:14	Capt.	"run the checklist at your leisure."
05:57:36	Capt.	"Before starting, at your leisure."
05:58:12	Capt.	"Start engines, your leisure."
05:59:42	Capt.	"he said it's okay to turn one at your leisure."
05:59:45 to 06:01:47		<i>Crew engages in two minutes of non-pertinent conversation during engine start</i>
06:03:12	Capt.	"finish it up, your leisure."
06:03:16		<i>First officer initiates and captain participates in, 40 seconds of nonpertinent conversation.</i>
06:05:15	F/O	"churlieser [<i>'at your leisure' spoken very fast</i>], Comair one twenty one ready to go."

NTSB Finding



“The flight crew’s noncompliance with standard operating procedures... and both pilots’ non-pertinent conversation, most likely created an atmosphere in the cockpit that enabled the crew’s errors.”

A fine line

- “There is a fine line separating a relaxed and easy atmosphere in a cockpit from a lax one where distractions can result in critical failures.”
- “Professionalism may be described as knowing the difference between the two.”

- Honorable John K. Lauber





SPORTS FINAL

DETROIT STUNS 49ERS 27-24 1,10C

LIONS WERE WINLESS
 ▶ REFS UNDER REVIEW, 1C
 ▶ NFL REPORT, 1,10,13C

ANDRUW JONES IS USA TODAY'S MINOR LEAGUE PLAYER OF THE YEAR

By Andrew Ilioff
 ANDRUW JONES: 25
 1Rs and 100 RBI, 1C

OUTFIELDER ANOTHER STAR IN ATLANTA CONSTELLATION, 1C

USA TODAY

NO. 1 IN THE USA . . . FIRST IN DAILY READERS

HOME SALES HIT HIGHEST POINT IN 15 MONTHS 1B

EVEN IF SURGE FALTERS, ECONOMY WILL GET BOOST

NEW FILMS FEATURE WOMEN AND ISSUES THEY FACE TOGETHER

SISTERHOOD TO OUTSHINE SHOWGIRLS, DRAG QUEENS, 1D

WINO Stars in

TUESDAY, SEPTEMBER 26, 1995

NEWSLINE

A QUICK READ ON THE NEWS

WALL STREET: Dow Jones industrial average rises 5.78 points to 4769.93; Nasdaq index falls 7.24 to 1046.15; 30-year Treasury bond yield remains at 6.58%. 1,3B.

CHILD BURIED: Stephanie Kuhen, 3, is buried; she died when the car she was in was hit by gunfire on Los Angeles dead-end street. Fourth suspect arrested. 4A.

BALANCING ACT: Clinton administration walks fine line to balance human rights commitment with pledge to make job protection heart of foreign relations. 9A.

NEW AIRLINE: British entrepreneur Sir Freddie Laker and a Texas oilman plan to launch U.S.-based trans-Atlantic airline with flights from Florida to Britain. 1B.

CHESS BATTLE: Challenger Viswanathan Anand, left, beats reigning champ Garry Kasparov in the ninth game, breaking series of draws and recording the first win in Professional Chess Association world championship in New York. 13C.



DELANY DIES: Bessie Delany, second black female dentist in New York, subject of

Your name here (?)

FIRST IN A 3-PART SERIES

WARNING: PILOT ERROR

How regional airlines failed to heed warning signals about pilots who didn't belong in the cockpit

Dead Calif mont

By Mimi Ha
 USA TODAY

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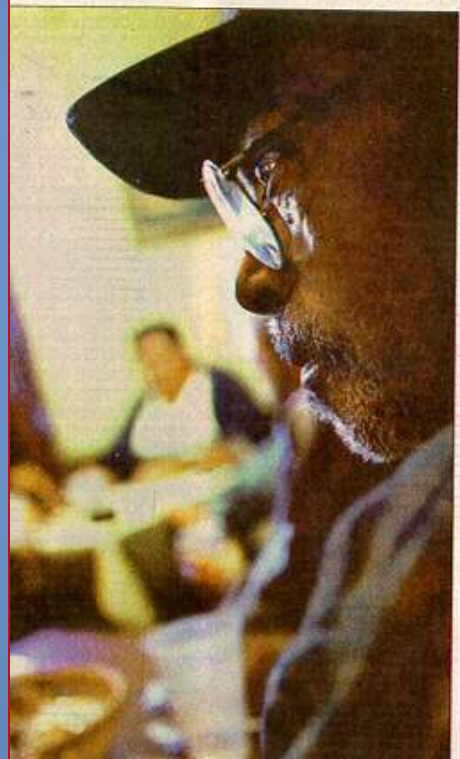
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ETERANS



Pilots' acts might have led to crash

■ Tail section of doomed jet found on ocean floor

By ERIC MALNIC, MATT SURMAN and MITCHELL LANDSBERG
Los Angeles Times

PORT HUENEME, Calif. — Investigators are considering whether the pilots of Alaska Airlines Flight 261 unwittingly triggered their violent plunge into the Pacific Ocean by following prescribed procedures for an emergency landing, air safety officials said Thursday.

Late Thursday searchers found the tail of the jet after recovering the flight data recorder earlier in the day.

Underwater robots exploring the ocean floor found where the wreckage came to rest after the MD-83

ies, some of which are believed trapped under the debris.

National Transportation Safety Board officials raised the question about the pilots' actions after listening to a recording of the final 30 minutes that was contained in a cockpit voice recorder retrieved late Wednesday.

One NTSB official, speaking on condition of anonymity, said the investigation into the crash is increasingly focusing on the pilots' actions during their preparation for an emergency landing at Los Angeles International Airport.

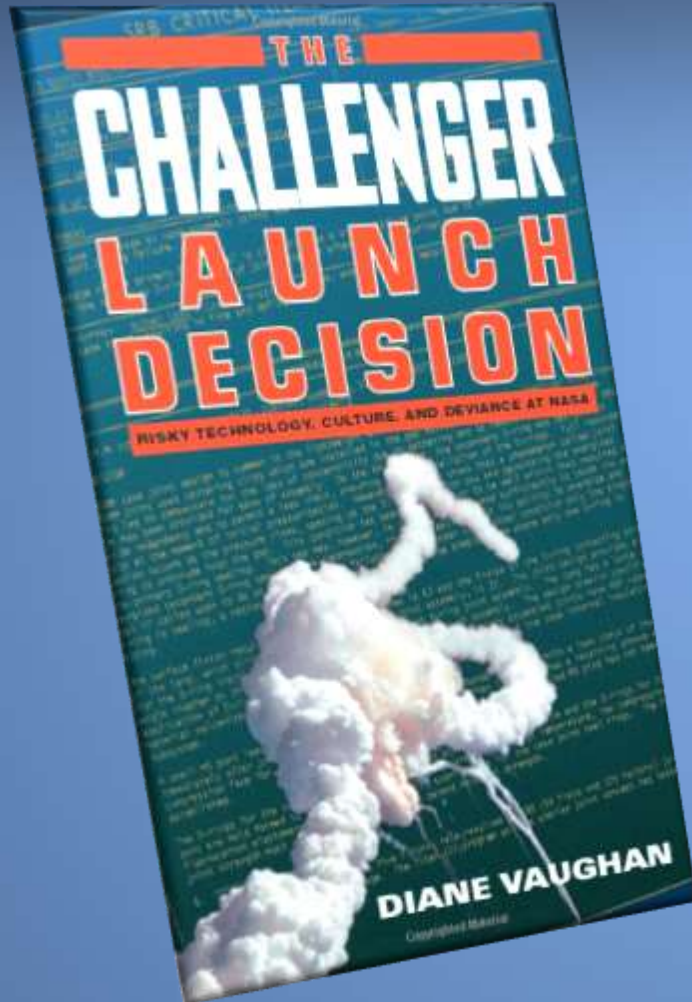
In hindsight, investigators say, it appears possible that a by-the-book response to the mechanical problem reported by the pilots — a "horizontal stabilizer jam" — could have sent the plane into its wild, corkscrewing descent into the sea.



Where are you on this continuum?



Do we Avoid “Normalization of Deviance?”



- Normalization of Deviance: When not following procedures and taking “short cuts” and becomes an accepted practice.

Do We Condone Selective Compliance?



- “That is a stupid rule.”
- “I don’t have to comply with that one.”

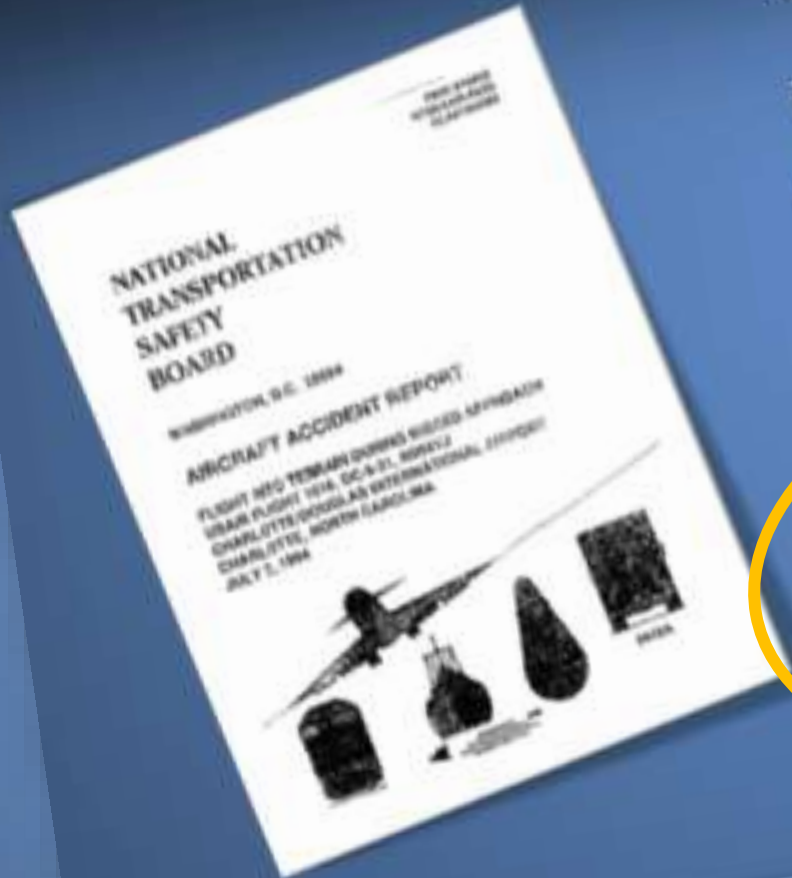


As instructors and check airmen, you not only have the *ability* to influence safety, but you have the *obligation* to do so, as well.

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Nothing more. Nothing less.”

- John Maxwell

Regarding check airmen



"The Safety Board notes with concern that in a department where standardization is promoted and enforced, there is an apparent lack of standardization among the company check airmen."



National Transportation Safety Board